

25 September 1979

MEMORANDUM FOR: Director, National Foreign Assessment Center
Deputy Director, National Foreign Assessment Center

ATTENTION :
Chief, NFAC Plans & Programs Staff

SUBJECT : Office of Imagery Analysis--Locational Disadvantages

1. There are many operating disadvantages for OIA that are caused by being located 13 miles--about 20-60 minutes depending upon traffic conditions--from the Headquarters building. The most important are those which inhibit the quality of NFAC intelligence production. The principal impact of a second group of disadvantages is on the morale of our people; and, finally, there is a group of not insignificant administrative disadvantages.

2. It is important in assessing the importance of these disadvantages to bear in mind that 80-90 percent of the analysis performed in OIA is in direct support of the effort of other NFAC offices to solve intelligence problems. The remainder of OIA's analytical effort is in support of DDO and DDS&T operational programs. In sum, we are a CIA entity that exists to support other CIA entities. To make our efforts as effective as possible we need as much communication and interaction with our customers as we can possibly achieve.

3. Following are the most important disadvantages we have identified. They are grouped as indicated above and we have stated them as briefly as we could.

Intelligence Production Disadvantages

- OIA often is not brought into the problem definition and collection/research strategy formulation aspects of intelligence production due to physical separation and the resulting misunderstandings or lack of knowledge of potential imagery analysis contribution to a problem.
- OIA is often not aware of long-term research programs of other NFAC offices or kept well informed of fast-breaking events. As a result, we cannot take appropriate initiatives to contribute to the solution of the problem.

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- Day-to-day substantive discussions between analysts rarely occur on a face-to-face basis. Consequently, much information or ideas of common interest are not being shared, and as a result, the intelligence gain is less than it could be.
- Proper coordination, particularly of current intelligence, frequently does not occur.
- Participation in working groups and task forces convened to deal with crises often is impaired. Frequently, the OIA analysts are not invited because it would take too long to get there, or if they do attend, they are separated from their information base and fellow analysts which makes it difficult for them to get ready access to needed information (e.g., the recent Cuba crisis).
- The OIA analyst has difficulty getting ready access to sensitive or restricted data not allowed outside the Headquarters building.

Morale Disadvantages

- Out of sight-out of mind syndrome. People believe they are less visible to NEAC management than their Headquarters colleagues, and as a result are not called on to contribute their worth and do not receive their due recognition.
- People in OIA do not share the "university" atmosphere benefits enjoyed by their colleagues at Headquarters. Instead, they are relegated to working in a refurbished warehouse located in an unattractive and dangerous slum area.
- People in OIA do not enjoy the same personal services as their colleagues at Headquarters (e.g., IAA, Credit Union hours, OMS, insurance counseling, etc.).

Administrative Disadvantages

- The cost of physical separation--both in lost man-hours and dollars--is probably much greater than most people realize. We estimate on the basis of what little data we have that \$60,000 to \$80,000 is wasted annually on the man-hours that are spent in travel by OIA people to Headquarters and Headquarters people to OIA. What is even more distressing is the 4,000 to 5,000 man-hours of analytical effort that are lost.

SUBJECT: Office of Imagery Analysis--Locational Disadvantages

- Inconsistencies arise between NFAC and NPIC policies and procedures regarding administrative, security, personnel and report publication matters.
- Detrimental impact on recruiting and on rotation of Headquarters people to OIA for career development.
- Until recently, complete lack of transportation services to other components of CIA (slightly improved with current shuttle service).
- Transmittal of classified data via courier or secure telephone not reliable and costly in terms of time.
- Complicates program and budget planning for the NFAC Military Decision Package.



Director
Imagery Analysis

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Technical, Service Support, and Space Requirements Related to Moving OIA to Headquarters

We have performed a review of OIA's technical, service support, and space requirements to determine if there would be any major problems in moving OIA to Headquarters. In the course of the review, we talked to personnel from NPIC and the Offices of Logistics, Communications, and Development and Engineering. For the purpose of the review, we selected the mid-1980s as a possible time frame for the move. ☐

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Computer Support

OIA relies on both NPIC and Office of Data Processing for computer support. The NPIC computer support presently provides access to two primary data bases--the NPIC Data System, which contains target history and prediction data and NPIC's first- and second-phase imagery readouts, and the Real Time Mensuration System, which contains the mission ephemeral data and computational routines required for photogrammetric support. In the late 1980s NPIC will also provide the data link for digital transmission and recording in support of soft-copy imagery exploitation (IDEX). The ODP support includes computational analysis, Office management files, and the COMIREX Automated Management System and, within the next several years, will also include SAFE. Data links are--or in the near future will be--available to access NPIC data bases from Headquarters. The ODP computer support would, of course, be readily available at Headquarters. ☐

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NPIC Data System. OIA presently has 40 terminals and a medium-speed line printer on-line to the NPIC Data System. Ready access to the NPIC data bases would continue to be necessary were OIA at Headquarters. A data link to the NPIC Data System presently exists from Headquarters and the data link upgrade planned for SAFE in the 1981-82 period could be converted to augment this capability. ☐

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Real Time Mensuration System. OIA relies on the NPIC Real Time Mensuration System--a mini-computer facility--for photogrammetric purposes. OIA presently has four comparators linked to this system and will receive a fifth instrument in mid-1981. These instruments are critical tools to our analysis and must be located with the imagery analysts. The SAFE data link would also provide OIA operating at Headquarters with ready access to this system. ☐

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Soft-Copy Imagery Exploitation. OIA is scheduled to participate in Phase II of the IDEX Program. This phase will begin in 1986-87 at which time OIA--along with OGSR--is scheduled to receive a soft-copy analysis station. A data line for Phase II which will provide transmission of imagery is planned between [] and Headquarters in the late 1980s to serve OGSR's needs. OIA could easily be provided access to this IDEX data link at Headquarters. []

Service Support

OIA receives a number of services from NPIC. These include photographic reproductions, film deliveries, limited equipment maintenance, and housekeeping and certain administrative services. OIA would continue to rely on NPIC for the first three services, but could share in the housekeeping and administrative services available at Headquarters. []

Photographic Reproductions. OIA gets most of its photographic reproduction support from NPIC. The NPIC photo laboratory can handle large volumes of reproduction work and produce prints in a variety of sizes and magnifications. The OIA photographic laboratory is quite small and is used primarily to service Office needs for reproductions needed in a matter of hours. []

OIA would continue to use the NPIC photo laboratory for most of its routine requirements. Reproduction requests could be sent to NPIC and the products returned to Headquarters via the courier system. In the event of emergencies, OIA could use its in-house reproduction capabilities. []

Film Deliveries. OIA will continue to use hard-copy film for most of its analysis for the foreseeable future. Presently, two deliveries of film are made by couriers each day to []. In the mid-1980s an additional stop at Headquarters would be necessary to provide imagery on a timely basis to OGSR. OIA could have its film delivered on the same courier run. []

Equipment Maintenance. The maintenance support for the comparators, now provided by NPIC personnel or by contractors, would be slower and somewhat more costly were we at Headquarters. An option to lessen this inconvenience would be to improve OIA's maintenance capability with purchases of additional diagnostic equipment and spare parts. The equipment and parts would cost approximately \$20K-\$30K. OIA now performs its own periodic maintenance on light tables and other viewing equipment and would continue to do so were it located at Headquarters. []

Space Requirements

OIA presently has [] positions. The Office cannot now satisfy all of the imagery analysis needs of NFAC, DDO, and the DDS&T. We expect this situation to get worse rather than better in the mid-1980s, when

new and improved collection systems become operational. OIA presently occupies [] square feet of floorspace and--providing it receives additional positions by the mid-1980s to cope with the anticipated increased workload--will require additional space. OIA would have to maintain its current ratio of floorspace per imagery analyst but could possibly realize some space savings by using existing facilities at Headquarters such as briefing and conference rooms. []

The OIA mensuration equipment has special structural and environmental requirements because of its weight and sensitivity to moisture and vibrations. The largest comparator--due in mid-1981--weighs 13,000 pounds and sits on a 7- by 12-foot, 1,700-pound steel plate which transmits a load of 175 pounds per square foot. Nearly all of Headquarter's elevated floors can support a maximum of only 100 pounds per square foot. This equipment would, therefore, have to be located on floors with slab foundations on soil or at one of the few locations elsewhere that could be modified structurally to fulfill the weight requirements. The floors supporting the mensuration equipment would also have to be relatively free of vibration because of the sensitivity of the instruments. Modifications to the designated location may be needed to accommodate necessary support equipment such as vacuum pumps, heat exchangers, humidifiers, and chilled water lines. According to the Office of Logistics, these changes and accommodations would not pose unsolvable problems. []

OIA's current consumption of electric power is estimated to be 15 watts per square foot--2.5 times that of average office use. Not only does the analytical equipment consume considerable power, but so do the temperature and humidity controls required for proper operation. This rate of power consumption would not have a major effect upon Headquarter's utilities--according to the Office of Logistics--but must be addressed in the relocation planning. []

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Attachment 2

Electrical Requirements for the Stereo Comparator

Voltage	208Y/120 nominal
Load	8000 watts maximum for exploitation equipment
Circuits	50 amps, 120 volts for oil chiller
	50 amps, 120 volts for electronics
	20 amps, 120 volts for data terminal
Voltage	460-volt, three phase
Load	30,000 watts maximum for air handler
Circuits	40 amps, 460 volts, three-phase
Voltage	120-volt, single-phase
Load	2400-volt amperes, each vacuum pump
Circuits	30 amps, 120 volts, single-phase

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